



AMSC News

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Commandant's Corner



COL Garland H. Williams
AMSC Commandant

Welcome back to *AMSC News*! Mark Twain once said, "A lie can get halfway around the world before the truth can even get its boots on." Urban legends and conspiracy theories somehow circulate effortlessly, while people with important ideas struggle just to make their ideas "stick."

So why do some ideas "stick" and others simply fall by the wayside? Chip and Dan Heath tackle this in their new book, "Made to Stick", and say that there are six "sticky" principles that they observed over and over in their research. The first is that we must create ideas that are simple and profound. We must be the masters of prioritization and exclusion so that the basic core idea stands out among the random noise. And then the presentation must be unexpected. We need to violate people's expectations and use the element of surprise. For our ideas to endure, we must generate interest and curiosity.

Even then, we must be able to explain our ideas in terms of human actions and in terms of sensory information. Mission and vision statements are often ambiguous to the point of being meaningless. Naturally sticky ideas, however, are full of concrete images because our brains are wired to remember concrete data. Of course, the message has to be credible. Sticky ideas have to carry their own credentials, and the Heaths argue that the use of vivid details is one way to create internal credibility.

Now how do we get people to care about our ideas? The answer is that we make them feel something. We are wired to feel things for people, not for abstractions. Sometimes the hard part is finding the right emotion to harness.

Finally, we must tell stories. How do we get people to act on our ideas? We tell stories. Research shows that mentally rehearsing a situation helps us perform better when we encounter that situation in the physical environment. Similarly, the hearing of stories acts as a mental training simulator that prepares us to respond more quickly and effectively.

Simple, right? To create a successful idea, all you need is a Simple, Unexpected, Concrete, Credentialed, Emotional Story. Are you up for the challenge?

AMSC News

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How We Think

By Pamela Raymer, Ed.D
Dean of Academics

Six tips to become a better listener

1. *Listen more, talk less.*
2. *Stay focused on the person speaking. Don't formulate your response until the speaker is finished.*
3. *Never finish another person's sentences.*
4. *Do not be a conversation hog.*
5. *Give appropriate feedback, but do not interrupt.*
6. *Occasionally paraphrase what the other person said to ensure you understood what they had to say.*



Pamela Raymer, Ed.D
Dean of Academics

Almost 100 years ago, John Dewey wrote these statements in his book, "How We Think", "The problem fixes the end of thought and the end controls the process of thinking. The origin of thinking is some perplexity, confusion, or doubt, and reflective thinking is ... troublesome because... it involves willingness to endure a condition of mental unrest and disturbance" (pgs. 12-13).

These thoughts represent much of the underlying theoretical foundation for the Inquiry-based Learning (IBL) model being used in the Civilian Education System (CES) curriculum.

Dewey was a progressive educator who had a tremendous influence on educational programs at the beginning of the 20th century. Unfortunately, some of his research principles and his teaching and learning techniques have been discarded in the requirement to train and educate a large population. As a result, much of what we give learners is more efficient than it is effective.

Dewey's first statement represents the idea that the solution to a problem ("the end") dictates the way we think about the problem, and once the problem is solved, thinking stops. The learner no longer has a need to think about the problem.

Many of us have watched the TV show, "House." The main character is a quirky doctor who is often at odds with his peers as they diagnose complex medical problems. He spends much time with his feet on the desk thinking about the problem. Most of us in today's OPTEMPO do not believe we have the luxury of doing that, but his skills in solving medical mysteries are enhanced by his willingness to be in a constant state of "mental unrest and disturbance" and not give up. We all hope we have doctors who never give up.

The words "perplexity, confusion, or doubt" are not comfort words for learners. Schoolhouse solutions give them comfort; but when given, thinking often stops. The Army has promoted the belief that we "train Soldiers how to think, not what to think." In reality, most learning programs focus on providing schoolhouse solutions rather than putting students in a program that causes them to think, not only critically and creatively, but continuously.

Thinking is a skill that the Army Civilian Corps needs as well. Come join us for our "thinking" learning activities in the CES program!

What do you think about AMSC News?

By Sedika Franklin
Operations Specialist

Participation counts! There is not a lot of buzz around the editor's desk. This leads us to believe we are doing a fabulous job keeping you informed about shaping leaders for the future. Assumptions are never good, right? Similar to your communication with



your co-workers or subordinates, we will never know if something is wrong or if everything is perfect unless you tell us.

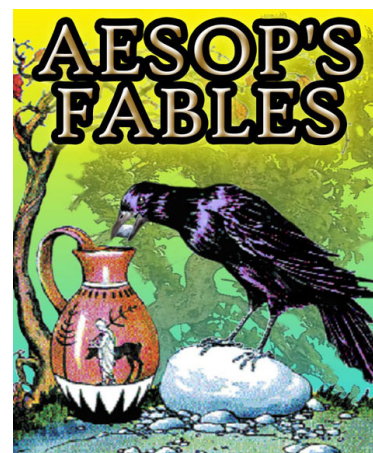
It's a good thing this edition's focus is on communication. In keeping with the theme, we are reaching out to you, our subscriber, to complete a short online readership survey. We think this will help us serve you better.

So, answer a few questions, and let us know what you think about the newsletter. After all, it is for you, so it should reflect what interests you in the world of leadership and management. While your individual responses will be kept confidential, we will share our findings in the April edition.

Click **here** to complete the survey. If you experience trouble accessing the survey via this link, the survey can also be found on the AMSC homepage at <http://www.amsclbelfoir.army.mil>.

Thanks in advance for your participation! Let us make the newsletter work for you. Join us right here in April as we share your thoughts.

Aesop Fables The Crow and the Pitcher



A thirsty crow comes upon a pitcher with water at the bottom, beyond the reach of its beak. After failing to push over the pitcher, the crow devises a clever plan: it drops in pebbles, one by one, until the water rises to the top of the pitcher, allowing the crow to drink.

This story portrays the importance of ingenuity. There are intimidating obstacles out there, but that doesn't mean it's impossible nor does it need to be tackled by force. When you are confronted by a difficult task, don't just dive in to solve the problem; take a step back and you will be able to come up with some creative solutions.

General Robert E. Lee and Followership

By Leo F. McArdle, Jr., Ed.D

CES Faculty



But behavior in the human being is sometimes a defense, a way of concealing motives and thoughts, as language can be a way of hiding your thoughts and preventing communication."

--Abraham Maslow

As Army Civilian leaders, how do we motivate and have people follow us? Let's discuss one concept related to leadership, "Followership." Over recent years, followership has become one of those buzz words that social scientists and theorists like to expound upon as if it just materialized with the turn of the century.

Followership, like leadership, has been around since people first started forming groups. Accordingly, it is safe to say that followership has been around the Army since its establishment in 1775.

Everyone, be it a janitor, gardener, engineer, teacher, Soldier, or doctor, has the desire to feel important. As a student of history, I often use past examples to relay a point; let's try one here. During the Civil War, General Robert E. Lee, arguably one of the greatest leaders in the history of the United States, was considered a master of motivation. His ability to inspire his troops and have them follow him to victory time after time, while being greatly outnumbered, is legendary. Near the end of the Civil War in 1864, Lee was in a conflict known as the Battle of the Wilderness, facing over 100,000 Union troops; his southern forces numbered 30,000. Just as Lee was about to be overrun, General John Gregg, commander of the southern Texas Brigade, arrived to reinforce Lee.

As described in his book, "Frock Coats and Epaulets" (1987), Alf J. Mapp, Jr., wrote, "Lee rode up to the front of the brigade, stood in his stirrups, raised his hat from his head and boomed above the martial din, 'Texans always move them!' An ear-splitting yell rose from the brigade. One of General Gregg's couriers, with tears running down his cheeks, shouted, 'I would charge hell itself for that old man!'"

Lee tried to lead the brigade forward, but was stopped by his staff and members of the Texas unit. They were fearful for his safety. The men started to chant: "Go back, General Lee! Go Back!" The Texans and their fellow southerners attacked and turned the Union troops that afternoon and won the day.

This is a classic example of how making the individual, the follower, feel important is a greater motivator than money, success, luck, promotion, a larger office, or most everything else. You as an Army leader may direct the activity, task, or mission; but it is the followers who create the finished end results. It is vital that you consider what you must do to motivate in whatever environment you find yourself. The Leader-Follower relationship exists in all organizations, cultures, and settings. As long as you cultivate and encourage cohesiveness and confidence within this relationship, your people will continue to be motivated and will strive to succeed for the betterment of the mission, goal, or organization.

Alf J. Mapp, Jr. Frock Coats and Epaulets.
(New York: Hamilton Press, 1987), 203.Ibid.



AMSC hosts 4th Annual Leadership Symposium

Add a few new tools to your toolbox

By Sedika Franklin

Operations Specialist

Communication . . . Wow that sounds so simple, doesn't it? Does it remain the same when we face unforeseen challenges in the workplace or at home? In support of the AMSC vision, The Innovative Center for Lifelong Leader Development, we are proudly hosting our 4th Annual Leadership Symposium on January 27-29, 2009. This event promises to be a forum like no other to focus on navigating your way through today's never-ending challenges.

This year will be filled with a variety of personnel discussing how change can be challenging, but having the proper skills to deal with it can make it a little easier. Perhaps you have a new boss, a new co-worker, a hot new project, or your organization has been entirely restructured. Well, we have a host of fantastic guest speakers lined up for you. Presenters will include senior Army personnel to update you on initiatives such as BRAC and the importance of Civilians in government.

World renowned authors and guest speakers who are motivational and leadership-driven will be on hand to provide you with a number of tools to handle the many challenges of life and work.

We can hardly wait to see you here to begin honing in on those skills through networking, small group discussions and much more.

For more information on the AMSC 4th Annual Leadership Symposium: Navigating New Challenges or to see photos from previous symposiums, please visit

<http://amscportal.belvoir.army.mil/symposium/index.jsp>



Editor's note: AMSC News proudly presents the Army Civilian Corps Communication Guide Part 1, the first installment of a four-part series. Each edition of this fiscal year's AMSC News highlights tips and tools to help Army Civilian Corps members improve their communication skills.



"I motivate players through communication, being honest with them, having them respect and appreciate your ability and your help."

--Tommy Lasorda,
Baseball Hall of Famer

Communication Through Storytelling

By John Plifka

CES Basic Course Director

There are numerous ways to communicate in today's media-rich culture. Though as leaders, we have various options available to convey our message, storytelling is one method that has been in existence since humans could communicate. Storytelling has been used to spread religions, win support for political agendas, and launch wars. Formal acceptance of leadership storytelling within the business context and leadership arena has been slow because of myths and negative connotations. Often thought of as pejorative, or a distortion of fact, people tend to immediately associate storytelling as pure entertainment versus a means of discovery and knowledge building.

However, storytelling is already part of our world and has been for centuries. Plato said, "Those who tell the stories rule the world." Storytelling is a powerful form of communication, especially within organizations. Stories explain lessons learned and share background with colleagues and subordinates. Stories also provide insight in a more informal personal manner and give recipients a realistic contextual example of a given situation, problem, and solution. Storytelling can be done organizationally or individually and is especially important within organizations that experience high rates of turnover.

This method of communication provides continuity and a sense of organizational memory. Storytelling provides an understanding of organizational norms and the way things have evolved without the tedious and mind-numbing review of manuals, PowerPoint briefings, and doctrine. Oral stories tend to live on in memory, whereas written stories tend to become ossified. This is especially important today, considering our time of persistent conflict. For leaders in the Army to remain ready and relevant, stories are now more important than ever. Our leaders today think in stories, they remember in stories, they plan in stories, they express hopes and fears and dreams in stories, and they make decisions in stories (Seely et al., 2005).

According to storytelling guru, Stephen Denning (2008), leadership storytelling involves taking a capacity that people already have and applying it for constructive purposes. Anyone can master the discipline. Denning asserts that the best way to communicate with people you are trying to lead is very often through a story. Though storytelling is a powerful and entertaining way of communicating to convey a message or to motivate people, we should remember telling the story isn't the goal in itself. Storytelling is a powerful communication tool that can motivate the workforce to achieve the organization's mission.

For more information about leadership storytelling, please consider the easy-read book, "Storytelling In Organizations; Why Storytelling is Transforming 21st Century Organizations and Management" by John Seely Brown, Stephen Denning, Katalina Groh, and Laurence Prusak; 2005.

Thumb-body Has To Do It!

By Darrin P. Graham Ed.D

CES Faculty

In its pursuit to promote lifelong learning and to reach the global learning community, the Army Management Staff College (AMSC) has embraced the technological age by adding podcasting to its educational arsenal as part of the Army's podcasting pilot program. The use of podcasting will aid in the ability to reach a broader audience while providing the ability to introduce, model, enhance, and reinforce learning in a text, audio, and video format.

The program will assist AMSC in meeting the demands of the fast-paced, ever-changing and continually-moving "thumb-activated" world of Generation Y, while simultaneously providing a replay button for the more self-paced world of the Xers and boomers. AMSC is determined to enhance the Army Civilian leader's ability to assist the warfighter by expanding its knowledge-based learning opportunities and promoting self-development.

The word "podcasting" is a combination of the words pod and broadcasting. It uses a web-based broadcast medium in the form of electronic media files distributed via Really Simple Syndication (RSS). Using more than 26,000 podcasting feeds, its electronic media can be viewed by the use of iPods, MP3 players, Palms, hand-held pocket PCs, and laptops. The main advantage of podcasting is its ability to allow the Army Civilian learner access to lessons anytime, anywhere, 24/7. Colleges and universities around the globe have already adopted podcasting as a way to disseminate lectures and provide access for students to view textbooks and study for exams.

AMSC understands that the global learning community continues to embrace technology such as the Internet, Wikipedia, text messaging, blogs, and YouTube as a means to connect, socialize, and educate. AMSC faculty members will use podcasting to reinforce learning and improve program access for the busy student in such places as work, home, car, gym, or grocery store.

AMSC hopes to use podcasting as a tool to deliver pre-recorded lessons, lectures, directions, models, and other electronic-based curricula to Army Civilian leaders. Once podcasting is officially approved, AMSC students will be able to preview, reread programming and lectures, and provide feedback via our learning community on the Internet. As a technological trend, podcasting enriches the learners' educational experiences while enabling students to keep abreast of current topics in leadership.

Student Perspective on Communication

What are some ways to improve communication in the workplace?

- Ensure your communication is "two-way"*
- Ensure the accuracy of your information*
- Minimize duplication of information*
- Be respectful in your delivery*
- Be timely*
- Consider a variety of ways to deliver the message (i.e., face-to-face conversation, email, newsletters, briefings, meetings, website, or organization intranet)*

-Laurie Baty
DHR Goal Team
Fort Bragg, N.C.

Kurt Lewin – A Leader in Group Dynamics Research

By Barry B. Leslie
CES Faculty



“A word too much always defeats its purpose.”

--Arthur Schopenhauer

Much of what we know about group dynamics comes from the work of Kurt Lewin, a social psychologist. After immigrating to the United States in 1933, Lewin led breakthrough research in self awareness, conflict management, communications, feedback, leadership, group dynamics, participant observation, and group problem solving. These concepts are fundamental to the Army Management Staff College civilian leadership development curriculum.

During World War II, Lewin supported the United States war effort through research into troop morale and psychological warfare. In 1944, he realized his dream of setting up the Research Center for Group Dynamics at the Massachusetts Institute of Technology whose mission is to “advance the understanding of human behavior in social contexts” (<http://www.rcgd.isr.umich.edu/>). Additionally, Lewin collaborated with the Office of Naval Research to establish the National Training Laboratory at Bethel, Maine in 1947 (Lippit, 1890). Today, the National Training Laboratory is at the “forefront of innovation in organization and leadership development, interpersonal skills, human development, group dynamics, and diversity and inclusion” (<http://www.ntl.org/>).

One of Lewin’s significant contributions to understanding group dynamics came from his initial studies at the Research Center for Group Dynamics involving ‘training groups’ or ‘T’-groups. These groups were intended to generate data about group discussion and decision making. What happened next surprised Lewin and his associates. After the first day of data collection, the observers met to discuss their notes, but were joined by several participants who disagreed with their interpretation of events. When Lewin allowed participant observation as part of the research process, a significant innovation in learning methodology occurred. David Kolb, who developed the Kolb Learning Style Inventory, stated that Lewin had discovered a way to create a learning environment characterized by creativity and vitality (Smith, <http://www.infed.org/thinkers/et-lewin.htm>). Today, participant observation is an important part of the leader development process, thanks to Lewin’s pioneering research in group dynamics.

Lewin revolutionized how psychologists, sociologists, and educators look at learning methodologies and his theories are demonstrated through developmental training. Not only has Lewin’s ideas affected the AMSC classroom environment, but elements of his thoughts about leadership, organizational behavior, communication, motivation, and conflict resolution are embedded throughout FM 6-22: Army Leadership.

Commitment to Success

By Linda M. Martinez, M.Ed., LPC, CADPC, CEAP
Chief, ASAP Branch, IMCOM-Pacific

John C. Maxwell said, "Success is when I add value to myself. Significance is when I add value to others." Upon completion of the Advanced Course in September 2007, I pledged my commitment to my seminar professors and fellow students. I knew I had to prepare myself and continuously assess my strengths and weaknesses. Only then would I honestly know my limitations; however, I vowed that my learning would be limitless. Rick Warren said, "The moment you stop learning, you stop leading."

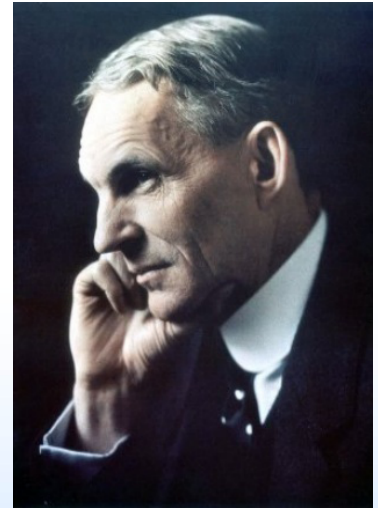


Photo courtesy of
Linda Martinez

I knew I had to commit to actions that would be conducive to the growth of my constituents. For me, it is ALL about the "R" word—Relationships—leading heart to heart rather than mind to mind. I shared my commitment to treat my constituents fairly and encouraged open communication and honest feedback. I would be their mentor, guide them in their personal and professional growth. I vowed to coach them on improving existing or developing new skills, reviewing their performance and discussing their potential. I knew that since our relationships were built on trust, we would be successful.

Since then, I have cherished what I learned about myself and developing others, and I have kept my promise. In March 2008, I developed and conducted a 32 hour leadership training for the Army Substance Abuse Program (ASAP) leaders in the Pacific region, and it proved to be a highly significant event. Participant evaluations highlighted its significance. One ASAP leader said, "Great opportunity to learn about myself, my program. Excellent networking capability and opportunity to be part of one team." Another seasoned ASAP leader said, "Facilitative in bringing diverse folks together as one team, instilling a sense of unity."

I am committed to continue to grow as a leader. I will continue to make a difference in hopes that someday, I will leave a legacy. As John C. Maxwell said, "Most people feel best about themselves when they give their best to something greater than themselves."



If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as from your own.

--Henry Ford

AMSC Alumni Association News

By James R. Jagielski
President

On June 26, 2008, the Acting Board of Directors of the Alumni Association approved my nomination as your president. Since I was in the midst of post-retirement planning from my federal service career, John Plifka, the association's vice president, agreed to serve as the acting president until such time as we could remedy some of our legal and administrative issues. In the past two issues of the *AMSC News*, John Plifka gave you an update on the progress being made to rejuvenate the Association. Thank you John, for keeping the Association on track during this time of transition! I also want to thank John Hodges from the Human Resources Command for serving as the Association's President and for maintaining the records and keeping the funds straight over the past 6 years. I appreciate all the work that John P. and John H. have been doing for you and for our Association.

In September, the AMSC staff finalized their review of our Constitution and By-Laws, and the Installation Commander then approved them. This was a year and -a-half effort. Thanks to all at the College who helped to make this happen. Your patience and endurance is greatly appreciated.

What now? We will be working with the College as we develop our vision, mission, and goals to support the Association's theme of ... "being a proponent for the Civilian Education System." In this effort, we will be present for the 4th Annual Leadership Symposium January 27-29, 2009. As John Plifka stated in his last update, we plan to become a community that finds links to many benefits, services, and information to keep you updated, connected, and informed.

You can help by contacting me or John Plifka. My email is JJagielski@aol.com, Home/Fax: (703) 644-7980 or Cell at (703) 638-2385. We are looking for volunteers to serve as Secretary, Committee Chairs (Treasurer, Historian, Public Affairs, Recruiter and Event Coordinator). Since these are all volunteer jobs and we are formed exclusively for educational purposes within the meaning of Section 501 (c) (3) of the Internal Revenue Code of 1964, all association support must be performed outside of the core hours of the workplace.

I welcome your ideas and suggestions to make the association an integral part of supporting the Civilian Education System.



Communication Now

By Susan Hitchcock

USACE, CES Intermediate Course 09-2 Graduate

Smoke signals and cave paintings have given way to real-time streaming video with audio overlay and informational bands rolling across the bottom of the screen. Scientists on the International Space Station can interact with school children on the ground. We can communicate from a New York taxi cab to a scientist at the South Pole. We can link up with numerous meeting attendees without leaving home. Certainly it is the sort of thing only a few have imagined, and yet it has become an integral part of our daily lives.

Is it really how we communicate or rather that we communicate that is the issue? From my remote workplace in the bush of Alaska, there are times and locations from which I cannot reach my supervisor or even the contractor with whom I work. The need to communicate does not fade with the lost signal, but becomes even more imperative as the pace of the job quickens. I frantically search for alternatives and find that reverting to the old methods like bull horns and walkie-talkies will fill in the gap. But, what about the future?

Security seems to be driving us with increasing speed toward an uncertain communication future. Technology can catch up to security and logistical issues, but it is truly what we say that has real meaning. After a long career in foreign policy, Madeline Albright notes in her memoir, "Madame Secretary", that the most effective way of communicating in the global area is face-to-face. We cannot afford to reduce the human element so much that the meaning or the purpose is lost in translation. We must maintain corporate open-door policies and free speech to foster the sharing of ideas and promote forethought. Until the day when we learn to mind meld, we must feed our cranial juices by connecting with our fellow man/woman and encourage the free flow of ideas.

Aesop Fables The Fox and the Grapes



The Fox saw some grapes on a tree branch. Because went through many failed attempts to retrieve it. Eventually the fox gave up and said "The grapes are probably sour anyway."

The moral is that it's easy to despise what you can't get.

We can easily give up on the goals that are difficult to achieve. The more intimidating the goal becomes the more some seem to dismiss the goal and come up with an easier one. Sometime that might be the reasonable decision but a lot of the times we need to realize its hard reaching goals that are worth the struggles to achieve.

WHAT'S NEW IN THE REGISTRAR OFFICE



Application Changes for Continuing Education for Senior Leaders (CESL) course

All civilians who meet the eligibility requirements can apply today for the Continuing Education for Senior Leaders (CESL) through the Civilian Human Resource Training Application System (CHRTAS) at <https://www.atrrs.army.mil/channels/chrtas/>.

All Active Duty Military who meet the eligibility requirements must apply through the AMSC website at <http://www.amsc.belvoir.army.mil>.

3rd Quarter Courses are open and Application Deadlines have been extended for Basic and Intermediate Courses

All CES courses that will be offered in the 3rd quarter are now open for registration. In addition, the application deadlines for the Basic and Intermediate courses have been extended through the third quarter of FY09. Don't miss the deadline. Apply today at <https://www.atrrs.army.mil/channels/chrtas/>.

New in CHRTAS

Don't miss this training opportunity to begin your lifelong learning. Log on today to access your Individual Development Plan (IDP), review your training history and apply for your next level of CES training.



CES & CESL SCHEDULE FOR FY-09

Basic Course (BC) I-250-C60

Course #	Course Dates	App Deadline	Location
BC 009-06	16 Mar 09-27 Mar 09	16-Jan-09	Leavenworth
BC 009-07	6 Apr 09-17 Apr 09	6-Feb-09	Leavenworth
BC 009-08	4 May 09-15 May 09	6-Mar-09	Leavenworth
BC 009-09	1 Jun 09-12 Jun 09	1-Apr-09	Leavenworth
BC 009-10	13 Jul 09-24 Jul 09	15-Apr-09	Leavenworth
BC 009-11	3 Aug 09-14 Aug 09	5-Jun-09	Leavenworth
BC 009-12	24 Aug 09-4 Sep 09	26-Jun-09	Leavenworth
BC 009-13	14 Sep 09-25 Sep 09	17-Jul-09	Leavenworth

Intermediate Course (IC) I-250-C61

Course #	Course Dates	App Deadline	Location
IC 009-06	2 Mar 09-20 Mar 09	9-Jan-09	Leavenworth
IC 009-06	2 Mar 09-20 Mar 09	9-Jan-09	Belvoir
IC 009-07	30 Mar 09-17 Apr 09	30-Jan-09	Leavenworth
IC 009-07	30 Mar 09-17 Apr 09	20-Jan-09	Belvoir
IC 009-08	27 Apr 09-15 May 09	27-Feb-09	Leavenworth
IC 009-08	27 Apr 09-15 May 09	27-Feb-09	Belvoir
IC 009-09	26 May 09-12 Jun 09	30-Mar-09	Leavenworth
IC 009-09	26 May 09-12 Jun 09	30-Mar-09	Belvoir
IC 009-10	22 Jun 09-10 Jul 09	24-Apr-08	Leavenworth
IC 009-10	22 Jun 09-10 Jul 09	24-Apr-09	Belvoir
IC 009-11	20 Jul 09-7 Aug 09	22-May-09	Leavenworth
IC 009-11	20 Jul 09-7 Aug 09	22-May-09	Belvoir
IC 009-12	17 Aug 09-4 Sep 09	19-Jun-09	Leavenworth
IC 009-12	17 Aug 09-4 Sep 09	19-Jun-09	Belvoir
IC 009-13	14 Sep 09-3 Oct 09	17-Jul-09	Belvoir

Advanced Course (AC) I-250-C62

Course #	Course Dates	App Deadline	Location
AC 009-05	20 Apr 09-15 May 09	21-Jan-09	Belvoir
AC 009-06	26 May 09-19 Jun 09	25-Feb-09	Belvoir
AC 009-07	10 Aug 09-4 Sep 09	12-Jun-09	Belvoir

Continuing Education For Senior Leaders

Course #	Course Dates	App Deadline	Location
CESL 09-3	18 May 09-22 May 09	20-Apr-09	Belvoir
CESL 09-4	3 Aug 09-8 Aug 09	4-Jun-09	Belvoir





COMMAND PROGRAMS FY-09 SCHEDULE

Garrison Precommand Course (GPC) 1B-SI6Y

	Course #	Course Dates	Location	
	GPC 09-1	23 Feb - 20 Mar 09	Belvoir	
	GPC 09-2	20 Apr - 15 May 09	Belvoir	
	GPC 09-3	3 Aug - 28 Aug 09	Belvoir	

Garrison Command Sergeant Major Course (GCSMC) 521-F8

	Course #	Course Dates	Location	
	GCSMC 09-1	2 Mar - 17 Mar 09	Belvoir	
	GCSMC 09-2	27 Apr - 12 May 09	Belvoir	
	GCSMC 09-3	10 Aug - 25 Aug 09	Belvoir	

General Officer Senior Commander Course (GOSCC) 1A-F5

	Course #	Course Dates	Location	Location
	GOSCC 09-1	2 Feb - 5 Feb 09	Belvoir	Belvoir
	GOSCC 09-2	1 Jun - 4 Jun 09	Belvoir	Belvoir
	GOSCC 09-3	29 Sept-2 Oct 09	Belvoir	Belvoir

Director of Plans, Training, Mobilization, and Security Course (DPTMS)

	Course #	Course Dates	Appl Deadline	Location
	DPTMS 09-2	15 Jun - 26 Jun 09	1-May-09	Belvoir
	DPTMS 10-1	26 Oct-6 Nov 09	12-Sep-09	Belvoir

Anti-Terrorism Force Protection Level IV (ATFP4) 1B-SI6Y

	Course #	Course Dates	Appl Deadline	Location
	ATFP4 09-1	23 Mar - 26 Mar 09	6 Feb 09	Belvoir
	ATFP4 09-2	18 May - 21 May 09	3 Apr 09	Belvoir
	ATFP4 09-3	31 Aug - 3 Sept 09	17 Jul 09	Belvoir

Communication Rocks

By Deanie Deitterick
Writer/Editor

Communication Rocks! ... It is fun, exciting, enlightening, and engaging; it can also be confusing, difficult, frustrating, and troublesome, depending on tone, body language, and manner of speech. People process the information that we pass on to them using past experiences, language, and perceptions. Misunderstanding the intended meaning can result in the receiver ignoring or overreacting to our message.

The right to be heard does not automatically include the right to be taken seriously.

— Hubert H. Humphrey

So, what can you do to ensure that your message to your followers is received in the manner in which it was intended? Stay informed about the projects on which your followers are working. Give them short, clear, concise details about your expectations. This is not telling them “how” to do the job, but rather what you expect as the “outcome.” Give them the liberty to be creative while fulfilling the project requirements.

“Seek first to understand, and then to be understood”

— Stephen R. Covey

When talking to your followers, tune out everything except them so you aren’t preoccupied. Your followers will know when your attention is elsewhere, and they will become agitated and tune you out. Observe their body language and small verbal cues at the beginning and in the middle of the conversation to ensure they are still with you. Conversation is 30 percent verbal and 70 percent nonverbal, so become a “people watcher” to determine when and where to end the conversation so that you do not lose the impact of your message.

Keep a good attitude, and have fun along the way to keep the communication door open! Ensure your followers can come to you with anything . . . not just the bad, but also the good.

“In other words, you can be a serious professional without being a solemn professional. Casey Stengel was a very successful leader, as his string of World Series championships indicates. When asked his secret, Casey replied tongue-in-cheek, “The secret of managing is to keep the five guys who hate you away from the four... who are undecided.” “Humor can help us to survive— and thrive— at work.”

— Joel Goodman, *The Humor Project*



We welcome your feedback.
Send us your comments and questions.

E-mail us at
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AMSC Hails and Farewells

ARRIVALS

Michael Barnett
Jacquelyn Collins
Ashley Cox
Brittney Green
Shelly Hanger
Brian Hoey
Bryan Rodgers
Romuald Stone
Latricia Wells

DEPARTURES

Lenard Chester
Randolph Jones
JaKayla King
Samone Conyers
David Sutton
Ashley Patillo

Special Thanks

Darrin Graham
Susan Hitchcock
James R. Jagielski
Barry B. Leslie
Linda Martinez
Leo McArdle

Communication and Leadership

WORD SCRAMBLE

Please unscramble the words below

actonis _____

tiostseykenc _____

intsoome _____

rintipeopecs _____

ettiadtu _____

alime _____

htireskn _____

vpseias _____

gvrisegesa _____

dsrtiroec _____

zrciosaeil _____

ereatrl _____

ronlcreatl _____

euortrspp _____

blgso _____

Answers:
directors relater blogs socializer actions supporter thinkers
controller attitude passive email aggressive sticky notes
perceptions emotions